State of the Health Care Workforce

**Retention** remains a pressing issue. Turnover rates are on the rise, except for physicians.

- **All staff**: 15.3% (▲23% since 2013)
- **Nurses**: 12.9% (▲16% since 2013)
- **Physicians**: 7.9% (▼1% since 2017)

- 31% of staff who leave have less than one year of tenure (▲146% since 2013)

**Hospital staff are younger and burned out.** More health care workers are under the age of 35, resulting in a shortage of experience.

- Average job: <1% 16–19 20–24 25–34 35–44 45–54 55–64 65+

  - Nurses: Burnout: Long-term, unresolvable job stress that leads to exhaustion and feeling overwhelmed.
  - Physicians: 44% average job

**Hospital margins decrease while labor costs remain high.** Hospitals’ expenses are growing in line with revenues.

- Revenue: 53%
- Expenses: 5.9%

Salaries, wages, and benefits as a percentage of average total expenses at community hospitals (2016)

- Increase in premium labor spend on overtime and agency labor ▲169% since 2013

**Demand for health care talent** continues to trend upward. Low unemployment rates favor job seekers.

- 35% of jobs created over the next 10 years will be in health care and social assistance
- 18% average increase in demand for health care positions over the next 10 years

Health care jobs are projected to rapidly grow from 2018 to 2028.

- National average: 3.7% unemployment rate

**Action items**

- **EQUIP MANAGERS** to pinpoint retention risks early
- **EMBED SHORT-TERM GROWTH** for entry-level roles

**Action items**

- **MAKE EMOTIONAL SUPPORT** resources opt-out only
- **COORDINATE CHANGE INITIATIVES** to reduce the burden on managers and frontline staff

**Action items**

- **LEVERAGE ANALYTICS** to better flex staff to patient demand
- **EXPAND THE INTERNAL FLOAT POOL** to reduce premium labor spend

**Check out** our other infographics on the health care workforce at advisory.com.

- **Cracks in the foundation undermine nurse resilience**
  - Repair the four cracks affecting the care environment

- **Get the full value from your advanced practice providers**
  - Four components of a scalable model for nurse practitioners and physician assistants

- **Make your organization magnetic**
  - Best practices for attracting and keeping the workforce you need

- **Don’t fall for these five myths of staff engagement**
  - Tactics to keep your staff engaged

**Action items**

- **RECONSIDER MINIMUM QUALIFICATIONS** for in-demand entry-level roles
- **REVISIT EMPLOYEE BENEFITS** to match changing employee expectations